

The men who run the CIA

'I'm not here to produce happy spies,' says director Turner.

By Keyes Beech
Of Our Washington Bureau

WASHINGTON—"I'm a leader of men and I'm good at it. I've made a profession of leading men and women. I'm good at it and I'll continue to be good at it."

That from Adm. Stansfield Turner, 53, director of the Central Intelligence Agency and one of Washington's most controversial figures. His course is plainly full speed ahead and damn the criticism.

Boss of an intelligence empire, newly blessed by his good friend and Annapolis classmate, Jimmy Carter, his picture on the cover of two weekly newsmagazines and the subject of a major interview in another, Turner has taken the offensive against his critics in and outside the intelligence community.

Relishes questioning

Turner obviously relishes fielding questions about criticism of his methods, including those concerning charges that he has wrecked CIA morale by dismissing hundreds of career veterans without so much as a "thank you."

"What's wrong with my style?" he demanded in response to a question suggesting there might be something wrong with it. "It has been successful. I'm not here to produce happy spies. I'm here to be an effective manager and I'm good at it." wrecked CIA morale by dismissing hundreds of career veterans without so much as a "thank you."

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Turner fired more than 200 career CIA men Oct. 31 in what came to be known as the "Halloween Massacre." They were the first of 820 men to be chopped from clandestine services over two years.

Turner charged the press was giving him a bum rap for being tough



Adm. Stansfield Turner

enough to bite the bitter personnel bullet."

"Every CIA director before me has acknowledged the need" to get rid of surplus personnel at CIA headquarters, Turner said. "These are excess people who were clogging up the system. You are beating on me for doing something for the good of this country."

Clandestine services, the CIA's cloak-and-dagger branch, never had a personnel management policy, said Turner, a systems-oriented management expert.

He praised the Cold War veterans who manned the agency as it grew out of the OSS (Office of Strategic Services) after World War II. But, he said, "We must have nonfamilial management."

Heart of the matter

Turner's remarks went to the heart of the bitter battle between him and the career professionals. Gone are the days when they could drop into the office of earlier directors—Richard Helms or William E. Colby—for a friendly, understanding chat.

"Anybody who tried that today would get blown out of the water," said one newly retired CIA veteran.

Turner denied near-unanimous reports that CIA morale was never lower. He said the intelligence product is better than it was a year ago.

"These people are dedicated and work hard."

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But Carlucci, who's No. 2, just might restore the company's morale.

WASHINGTON—Frank Carlucci, the CIA's new No. 2 man, is a tough-minded career diplomat and jack-of-all-trades. It is hoped he will restore the morale of CIA career professionals battered by the battleship blows of Adm. Stansfield Turner, perhaps the most visible master spy in the history of espionage.

Just who picked Carlucci for the job is a matter of dispute. But he seems to have been a compromise choice between White House officials who wanted to appoint a career civil servant and the reluctance of Turner, the CIA director, to promote a career agency official.

In any event, Carlucci, 47, appears to be well-tailored for the job both by temperament and training.

Until summoned to Washington, he was ambassador to Portugal. Colleagues who know him well credit Carlucci with persevering in 1975 when Portugal seemed on the verge of a Communist takeover and Sec. of State Henry Kissinger wanted to write off the country.

Bucks Kissinger and survives

Not only did Portugal not go Communist, but Carlucci managed to buck Kissinger and still hold on to his job. That he did so, according to intimates, was due in large measure to an old friend and fellow wrestler at Princeton University, Donald Rumsfeld, who was President Gerald Ford's chief of staff and who later became secretary of defense.

If, as cynics contend, Carlucci owes much of his success to the Rumsfeld political connection, it is not because Carlucci is without ability.

The grandson of an immigrant Italian stonecutter and son of a prosperous insurance man, Carlucci was born in Scranton, Pa., was graduated from Princeton and did a year at Harvard Business School before going into the Navy.

Carlucci's early foreign service career is part of State Department folklore. While serving in the turbulent Congo, the 5-foot-7-inch Carlucci befriended Cyrille Adoula, who



Frank C. Carlucci

later became premier.

In 1962, when Adoula was President John F. Kennedy's guest of honor at a White House luncheon, he surveyed the assembled dignitaries and asked, "Where's Carlucci?"

The word went from Kennedy to Sec. of State Dean Rusk: "Who in hell is Carlucci?"

He was found eating lunch in a cafeteria across the street and rushed to the White House, to Adoula's delight and the President's relief.

Stabbed in Congo melee

Once in the Congo, Carlucci was credited with saving a group of Americans from an angry mob. Their car had collided with a bicyclist and killed him. In the melee, Carlucci was stabbed in the back of the neck.

In 1969, after 14 years in the Foreign Service, Carlucci left an obscure diplomatic post in Brazil to come to Washington to work for Rumsfeld in the Office of Economic Opportunity. He later became its director and then moved on to the White House staff and the Office of Management and Budget.

During his confirmation hearing before the Senate Intelligence Committee this week, Carlucci successfully fielded questions about his conduct as deputy budget director and Health, Education and Welfare undersecretary during the Watergate era. The vote to confirm him was unanimous.

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